

DD/A Registry

76-3929

DD/A Registry

File

Personnel

76-2248

STATINTL

[Redacted]

Acting Director of Personnel
5E 58, Headquarters

6825

5 August 1976

Acting Deputy Director
for Administration
7D 26, Headquarters

6 AUG 1976

RJM

to 4:

Mr. Knoche:

Knowing of your interest
in the Agency's EEO effort,
I thought you would want to
read these key papers dealing
with this important topic.

Deputy Director of
Central Intelligence
7E 12, Headquarters

[Redacted]

STATINTL

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AD/Pers: [Redacted]:bkf (5 Aug 76)

10 JUN 1975

MEMORANDUM FOR: Director of Central Intelligence
FROM : Deputy Director for Administration
SUBJECT : Minority Employment in Excess of Ceiling

1. Action Requested: It is requested that you delegate to the Director of Personnel authority to allow the head of an operating component to temporarily exceed ceiling in those cases where qualified minority applicants could not otherwise be employed.

2. Basic Data or Background: We have noticed in the last two months that qualified minority applicants are being "rejected" by components because of ceiling restrictions. Included are individuals with rather impressive credentials and young black liberal arts graduates from good schools who have a good grade point average. Six months ago they would have been seriously considered for employment, and many would undoubtedly have been put in process. We hope this situation will prove temporary. Under the new combined staff and contract manpower ceiling which will become effective 1 July 1975, there may be some room to maneuver. We are mindful, however, of the fact that qualified minority applicants are a "perishable" commodity because they usually have a choice of several good job offers. The chances are slim of recovering good applicants who have been rejected earlier.

Before a minority applicant is rejected, the file is reviewed one last time by the Director of Personnel. It is at this point that comments reflecting component interest "but for ceiling restrictions" can be noted. Several such cases have been noted recently. We believe it would be in the best interests of the Agency to hire such qualified minority applicants. It is imperative that we remove as many technical impediments to our EEO Program as possible, and component ceiling fits in this category.

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5 MAY 1975

MEMORANDUM FOR: Director of Central Intelligence
THROUGH : Deputy Director for Administration *JFB*
SUBJECT : Some Observations on Minority Employment *7 MAY 1975*

1. A recent review of our progress on minority hiring has disclosed some facts and developments we would like to share with you.

2. The review was undertaken, in part, to get a feel for the rejection and acceptance rates of black and white applicants. During the very busy period of 1 October 1974 - 31 March 1975, decisions to "put in process" (accept) or reject were made on a total of 1,429 applicants. Of these, 1,327 were white, 102 were black. Four hundred five of the 1,327 white applicants were accepted (30.52%); 42 of the 102 black applicants were accepted (41.18%). As you can see, the acceptance rate for black applicants was a bit higher than for whites.

3. Our review also dealt with the quality of black applicants. The Deputy Director for Intelligence indicated to us on 26 March that he was seeing too many unqualified applicant files. As you know, the recruiters have been under considerable pressure to produce minority applicants. In CY-1974 they interviewed 822, from which we received more than 300 applications. In a high volume operation some applicants are, unfortunately, not as well qualified as we would like. However, with the experience in minority matters which our recruiters have acquired over the last 12 months, I am confident that the number of marginally qualified candidates from direct recruitment activities can be substantially reduced. We also intend to tighten up our internal screening process prior to our referral of minority applicants to using components. This will reduce the number of minority files in the review stage, but our overriding objective is quality. Hopefully, the higher the quality of the applicant file shopped, the higher the acceptance rate.

3. Recommendation: We propose that the Director of Personnel be authorized to allow an operating component to temporarily exceed its ceiling in those situations where they have expressed a hiring interest in a qualified minority applicant but can proceed no further because of ceiling limitations. In such cases, the Director of Personnel will stress the obligation of a component to absorb the applicant within ceiling as soon as possible. Inherent in this recommendation is the possibility that a component hiring minority applicants under such conditions could, in fact, be over ceiling at the end of the fiscal year. We should also be aware that this course of action could be criticized as a conscious program of reverse discrimination. We feel, however, these risks are worth taking in our aggressive pursuit of affirmative action commitments.

Signed: John F. Blake
John F. Blake
Deputy Director
for
Administration

APPROVED/~~DISAPPROVED~~:

W. C. Cady
Director of Central Intelligence

10 June 75
Date

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STATINTL DD/Pers/R&P/ [] (9 Jun 75)

5-85/11

25 APR 1975

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Minority Applicants

REFERENCE : Your memo to D/Pers, dtd 26 Mar 75,
Subj: ERO Recruitment and Placement

1. The points which you raise in your memo concerning the qualifications of minority applicants and the need for complete data in order to make intelligent judgments are well taken. As you know, the recruiters have been under considerable pressure to produce qualified minority applicants. In Calendar Year 1974 they interviewed at least 822, from which we received more than 300 applications. In a high volume operation some applicants are, unfortunately, not as well qualified as we would like.

2. With the experience in minority matters our recruiters have acquired over the last 12 months, I am confident that the number of marginally qualified candidates from direct recruitment activities can be virtually eliminated. As a matter of fact, we are now becoming concerned about a reverse situation. Well qualified minority applicants are being "rejected" by components due to a lack of available openings, ceiling restrictions and full pipelines. We hope that this is a temporary situation. If it is not, minority employment may show a substantial drop over last year.

3. There are two points of a procedural nature which should be clarified. We do not send files to individual offices within your Directorate. Those applicants who appear to have qualifications pertinent to the Intelligence Directorate are sent to your Administrative Officer. He determines which cases should go to what components. In deciding which cases to send him, we will henceforth be more selective. Secondly, we recognize that you ultimately need a complete file to effect a meaningful review.

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4. In this regard, we have begun to notice, especially in the last two months, a somewhat disturbing situation. Qualified minority applicants are being "rejected" by components due to a lack of available openings, ceiling restrictions and full pipelines. This includes individuals with rather impressive credentials and young black liberal arts graduates from good schools who have a good grade point average. Six months ago these individuals would have been seriously considered for employment; many would undoubtedly have been put in process. Such is not the case today. We are hopeful that this is a temporary situation. Under the new combined staff and contract manpower ceiling which will become effective 1 July 1975, there should be some room to maneuver. Names of the better candidates are being retained and we will attempt to recontact them if conditions improve. We know from experience, however, that well qualified applicants are a "perishable" commodity because they usually have several good job offers from which to choose. The chances are slim of reinteresting an applicant who has earlier been rejected.

5. If the present situation continues for any considerable length of time, minority employment may show a drop over last year. We will continue to monitor the recruitment, selection and processing of minority applicants and keep you informed of any significant changes.

(Signed) F. W. M. Janney

F. W. M. Janney
Director of Personnel

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STATINTL DD/Pers/R&P [] :mcf (1 May 75)

Approved For Release 2002/05/07 : CIA-RDP79-00498A000500080011-6

26 MAR 1975

MEMORANDUM FOR: Director of Personnel
SUBJECT : EEO Recruitment and Placement

1. I long ago established a policy in the Intelligence Directorate that Office Directors will review the files of all minority applicants who are rejected for employment and I also personally review each rejection before it is returned to the Office of Personnel. Those reviews suggest that too many obviously unqualified applicant files are being routed to us for review and in some cases I question whether the application should even have been forwarded to Headquarters by the recruiters. These include, for example, applicants whose PATB scores fall at the "chance" level.

2. As you know, our standards for new professionals are very high; we are able for the most part to fill our relatively few vacancies with highest quality college graduates. Even so, we want to consider minorities who may not have the same credentials as the above but who are obviously qualified and would be competitive within their peer group.

3. To minimize the effort involved here, and to ensure that each applicant receives equal and fair consideration for our relatively few vacancies, I request that incomplete applicant folders, and those which clearly do not meet the requirements of the offices, not be forwarded to our offices for review. We cannot properly evaluate applications without Personal History Statements, college transcripts,

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However, we do have an arrangement with the Psychological Services Staff to defer the preparation of PATB results until an individual office expresses interest in the applicant. That office requests the PATB results from the Psychological Services Staff and PSS then relates the applicant's knowledge, interests and abilities to the proposed job. This results in some delay, but produces a more meaningful PATB readout than was previously the case.

4. We held a conference on 23 March with the senior Administrative Officers and their Assistants from each of the five Directorates for the purpose of reviewing the applicant selection process, discussing problems and effective ways to improve. One point common to all the Directorates was that minority files need to be screened more selectively. We all agreed that quality is the one factor which will produce positive end results.

5. We will do our utmost to provide you with the best qualified minority applicants our recruiters can produce. We appreciate your comments.

(Signed) F. W. M. Janney

F. W. M. Janney
Director of Personnel

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STATINTL DD/Pers/R&P mcf (23 Apr 75)

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PERS 75-0082
DD/A 75-0082

Executive Required

8 Jan. 1975 75-282
S. J. J. J.

MEMORANDUM FOR: . Director of Central Intelligence
THROUGH : Deputy Director for Administration
SUBJECT : Outside Panel of Consultants on Black
Minority Matters
REFERENCE : D/Pers memo dtd 9 May 74, Subject: Equal
Employment Opportunity Program

1. On 9 May 1974, we forwarded the referenced paper to you commenting on your meeting with Dr. Frank Snowden of Howard University. One comment concerned the need for an outside panel of consultants on black minority matters as suggested by Dr. Snowden. We recommended that such a panel be deferred until we had the opportunity to assess the success or failure of our then relatively new black recruitment effort. You agreed with our recommendation and indicated that we should review the situation in December to determine where we stood.

2. During CY-1974 we have kept a close record and maintained good statistics on our black recruitment/employment efforts. We have prepared a monthly statistical chart which has kept us fully apprised of the degree of recruitment activity involved, internal response to black applicants and actual EOD's. A copy of the chart through December 1974 is attached.

3. The 1974 results can only be categorized as encouraging. When compared with the results of previous years, they are both dramatic and impressive. We are obviously moving in the right direction we think and at a proper pace. In addition to numbers, we have a good GS grade spread on EOD's. Our recruiters have substantially expanded their personal contacts and now have actual EOD results to show for them. The future in this regard seems most promising.

PATB results, and interview reports--there is just not enough information otherwise for us to make considered judgments.

4. If warranted, I would be happy to discuss this further with you or your representatives can contact the DDI Management Staff.

[REDACTED]

STATINTL

EDWARD W. PROCTOR
Deputy Director for Intelligence

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DD/ERS 74-1665

9 MAY 1974
Executive Registry
74-1017/3


MEMORANDUM FOR: Director of Central Intelligence
THROUGH : Deputy Director for Management and Services
SUBJECT : Equal Employment Opportunity Program
REFERENCE : Your Memorandum for the Record dated 10 April 1974; Subject: Conversation with Dr. Frank Snowden, Howard University, 4 April 1974

1. We appreciate the opportunity to comment on the content of your meeting with Dr. Frank Snowden of Howard University and would also like to use this chance to include other observations concerning the scope and thrust of the Agency's current EEO effort.

2. To the Office of Personnel, it would seem that this is the first year that increasing the number of black Agency employees is being taken seriously by the Agency. This, of course, results from your personal expressions of concern about the past record. Your determination and commitment to improve that record have now initiated an unprecedented Agency-wide receptivity. Assuming we can keep this receptivity open and continuing, there will be inevitably a payoff in the increased number of new black employees entered on duty. For our part, we are treating black EOD's as a matter of top priority.

ILLEGIB
3. At the same time, however, we want to ensure that the new attitudes and eagerness concerning EEO do not produce a simple "bandwagon" response -- a quickness now to consider and even hire black applicants because this is the current theme or fad, however momentary. A "shotgun" approach does not offer a long-term solution. The challenge now is to create an Agency environment and employment climate where all races can flourish so that our progress in this area will last sufficiently long to achieve and maintain the desired balance. Now that Agency officials have finally reached a state of mind where there is a willingness not merely to talk about EEO, we can actually get on with a program. Toward that end, we offer the following comments:

4. In sum, we believe our minority recruitment/employment effort is sound, progressive and on the right track. We see no need at this time for an external panel. Our big problem will be internal, i.e., to keep our momentum going in the face of ever severe personnel and financial restraints. This a panel can do nothing about.


F. W. M. Janney
Director of Personnel

STATINTL

Attachment

performed by graduate students are fully substantive in nature and carefully thought out at the working level. There is no make-work involved. Intern critiques consistently make the point that the students enjoyed their association with CIA because they were given challenging tasks to perform. In other Federal agencies that have undergraduate intern programs, students' comments have been strongly critical because the participants were not challenged -- merely "oriented." I believe that any program involving "outside" applicants at either the undergraduate or graduate levels should be truly substantive. An effort that appears substantive but merely camouflages a basic orientation and public relations thrust would not be productive. Today's college students, both white and black, are most sensitive to "misrepresentations."

c. In addition to the intern program, we have a Summer-Only Program for approximately 200 Agency dependents who perform clerical-type chores. Almost all of these young people are in college or are college-bound. We have invited eleven black dependents to participate in this year's program. Summer-only jobs are not stimulating; many can only be described as menial. However, specific requirements for them do exist. Participation in this program does provide money to assist the young dependent in defraying his college expenses. If we were to include "externals" in this program next year, they would have to be clearly advised of the true nature of the work. Whether performing clerical tasks would enhance the image of the Agency in the eyes of these minority applicants is, at best, conjectural. I personally doubt it.

4. I believe any effort to employ a relatively large number of minority students in a summer-long program that is basically image-building in orientation could only result in a second-class intern program. Such a program might well be bitterly resented both by the participants and Agency employees. I recommend that, for the Summer of 1975, we stick with our intern program as presently structured but strive to substantially increase the number of qualified black participants.

As I indicated, this summer we have six in process. Next year we can realistically work toward a goal of 10 to 15 black interns. This number compares favorably with State Department's undergraduate summer intern program involving 10 minority participants per year. We have now established positive working relationships with: (1) Brown University, which is 24 percent black; (2) Fisk University in Nashville, which produces more black students that go on to graduate school than any other college in the country; and (3) a consortium of five colleges in Atlanta, Georgia, four of which send undergraduates into the graduate facilities of the fifth member (Atlanta University). Using these schools as a recruiting nucleus, we can put into process a good number of black applicants.

5. This approach has several solid advantages. The program remains open to all qualified applicants -- only our recruiting emphasis has changed. It can be expanded to include other than the Intelligence Directorate to the extent valid research tasks can be identified. Although the program basically involves challenging work assignments, the interns do participate in an excellent Agency orientation program. They have the opportunity to meet many senior Agency officials, including the Director, and to engage them in open and frank discussion. This combination of substantive work and orientation constitutes a high quality program, one we can be proud of. It serves our needs well because it arouses the genuine interest of the participants.

/s/ F.W.M. Janney

F. W. M. Janney
Director of Personnel

cc: DCI
D/EEO

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DD/Pers/R&P: [redacted] bbf (2 Apr 74)
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a. In attempting to meet the challenge of increasing the number of qualified black employees, we feel it imperative that the best interests of both the Agency and the individuals be considered. This means hiring black applicants with solid potential for "making it" in the Agency on a career basis. ✓

(1) Our task would be simple if we were interested only in increasing the number of black employees without regard for long-term consequences. We have evidence of this approach in areas of private industry where blacks have been hired at relatively high salaries, given work of little substance, and no provision made for their career development. Disenchantment has quickly followed. The individual feels he has been "had" and soon becomes critical of the arrangement. ✓

(2) Even if initial training or external schooling is required, in the long run black employees must be capable of handling increasing responsibility, of rising to challenge, and of competing for promotions with white counterparts. In CIA we can accept nothing less. The type of black employees we are seeking will demand nothing less. ✓

(3) We are in complete agreement with Dr. Snowden on not lowering our employment standards. This is not to say that there may not be differences between the techniques involved in hiring blacks and whites. As you know, for some months now we have not included PATB test results in black applicant folders. Interested components are referred to the Office of Medical Services for a complete analysis of the test results, including background consideration. We believe that the use of the PATB in this manner is more conducive to our search for quality black applicants than was formerly the case. ✓

b. Every effort should be made now to exploit our new EEO receptivity. The employment of black applicants will, by their presence, qualifications and skills, themselves increase the receptivity and make it lasting. We are now in the process of attempting to ensure a continuing supply of qualified black applicants in a programmatic manner. Nonetheless, we are concerned lest an impression be formed within and outside the Agency that "black fever" has us running in all directions simply to find some blacks for hire. Some examples follow.

(1) We share your concern over the absence of blacks in higher level positions. We cannot make headway on this, however, by simply identifying or even recruiting applicants for senior positions and forcing senior management to review applicants where no vacancy or requirement exists. For example, we had referred to us recently a resume on a black female, currently a GS-15 Director of Personnel at the Washington, D. C. Redevelopment Land Agency. She is an ideal candidate for the Director, EEO or Woman Coordinator. [redacted] who also reviewed the resume, noted that both positions were encumbered. Our response also noted that the individual was ideally qualified for certain senior positions in the Office of Personnel, but that these also were encumbered. Lateral entry at the higher levels probably can be accomplished most effectively in the technical/scientific area or in a few other disciplines where a well qualified black can be matched against a specific substantive requirement. Eventually, some of these employees may exhibit the general ability required to move into senior managerial positions within a career service structure. Of the many aspects of our EEO objective, the improvement of the blacks' share of the higher grades is one of the more difficult and delicate and must be treated carefully. Lateral entry at these higher grades, except where a specific requirement is met, can destroy the career aspirations of employees who have earned the right of advancement to these positions, even though they may be white. Demoralization can quickly result. Such a practice would also have all the ingredients of tokenism. Even

the blacks thus brought in would probably realize that they entered the Agency at a level above others perhaps more qualified than they. Except in those few instances where specific requirements cannot be met and recruitment must take place, the steady and continuing solution to the problem of black advancement to senior positions is time and an equal chance for blacks to be considered for promotion. If we are successful in developing EEO consciousness on a permanent basis, qualified blacks will compete with others for advancement and they will properly move into the mid- and senior-level positions on their own merits.

The suggestion that we develop a minority group "summer intern" program is another example of a well-intentioned proposal, but one that creates more problems. Our response to the Deputy Director for Operations on this is attached for your information.

(2) We like your suggestion that Agency employees contact faculty members at their alma maters. We would expect, however, that once such contact has been made, the "lead source" be turned over to our regional recruiter for further development and use. Otherwise, we have a serious concern. Unannounced and uncoordinated visits to college campuses by Agency employees tend to jeopardize longstanding relationships we have developed with placement directors. The placement directors are jealous of their responsibility for knowing who is on the campus for recruitment purposes. They are most sensitive to slights, even though inadvertent. We ask, therefore, that when an Agency employee plans to visit a college for the purpose of establishing or reestablishing contact with a faculty member, the employee first contact Chief, Recruitment Division, Office of Personnel. He, in turn, will advise both the appropriate college officials and the regional recruiter. If desirable, the recruiter stands ready to join the employee during the visit.

*OK -
But must
be in touch
with the
recruiter*

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ILLEGIB

c. Over the long haul, we believe that our recruiters will provide the long-term solution to the Agency's black hiring problem. This Agency has been competing for quality employees since its creation and has done remarkably well. With the new receptivity to blacks and the intensified recruitment effort already initiated, we believe we can EOD a proper number of qualified black applicants on a continuing basis. Attachment A shows the increased activity since the first of the year. Especially meaningful are the figures on the top and bottom two lines of the chart. In another three or four months, we will know how much of this activity is translated into actual EOD's; we are presently optimistic. In this context, it is worth noting that the Agency's total requirements for new professional EOD's in FY 1974 is only 299.

d. We are in basic agreement with Dr. Snowden about recruiting from a substantive base. Interviewing for technical, scientific, and advance degree positions can be done well by those Agency employees having substantive job knowledge. For many years representatives of OER/DDI have accompanied our recruiters to the college campus. Representatives of OTS/DDS&T have recently accompanied two of our regional recruiters on extensive trips throughout the country in their search for qualified engineers. There are other examples. In addition, our recruiters keep in close contact with the offices to whom applicant files ultimately will be directed and work from written recruitment guides that specify job requirements in detail.

e. We were delighted with Dr. Snowden's interest in our co-op and summer intern programs. Our Coordinator for Co-operative Programs has been making a massive effort during the last year to establish a solid working relationship with predominantly black schools that co-op in our areas of interest and those non-black schools having a large proportion of black students. Much developmental work has been accomplished. Again, initial results are encouraging; but it will be several months before we can realistically evaluate our efforts. The objective here is also to create a series of relationships that will ensure a

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continuing supply of well qualified and motivated black co-ops able to compete with their Agency peers in the performance of challenging tasks. In our 3 April 1974 memorandum to the Deputy Director for Operations, a copy of which was forwarded to you, we set down our thoughts on the Agency's Summer Intern Program. (See Attachment B.) They are similar in nature to those concerning the Co-op Program.

ILLEGIB

f. We have been thinking for some time of an outside panel of the type suggested by Dr. Snowden. We suggest that such a panel be deferred for a few months until we have an opportunity to assess the success or failure of our current processing of applicants. If sufficient numbers EOD, we may be willing to conclude that the steps already initiated to ensure a continuing supply of qualified blacks are the right ones and that these may be depended upon to provide black candidates who can successfully compete with white candidates for the relatively few requirements that might be set for FY 1975. In any case, we would have a different point of departure for panel consideration.

g. We recognize that personnel reductions suffered to date in FY 1974 and contemplated for 1975 are an obstacle to our EEO objectives. It will undoubtedly be difficult for components to place black applicants at a time when they may find it necessary to declare surplus employees who, except for ceiling reductions, could continue to produce effectively. We understand that you have already indicated to the Deputy Director for Management and Services that surplus programs should not be considered merely to make room for black applicants, and we agree wholeheartedly. So long as we can ensure the continuing availability through recruitment of a responsive number of black applicants who can compete with anyone else for available positions, and so long as components maintain their current willingness to consider blacks, we believe that the Agency's progress in the hiring of blacks will be steady and continuing.

h. Dr. Snowden also commented on the recruitment of blacks who attend non-black colleges. As a matter of fact, we have long recognized this, and the main thrust of our black recruitment effort to date is at

non-black colleges. Over the years our regional recruiters have developed excellent working relationships with placement directors, department heads, and key graduate school advisors at all of the major universities in the country. We are now emphasizing to them our desire to interview black seniors and graduate students in those disciplines for which we have requirements. Furthermore, the recruiters are intensifying their contacts and sources in these circles and their efforts are beginning to bear fruit.

4. To summarize, we believe that the new EEO consciousness prevalent throughout the Agency provides a unique opportunity for the Agency to resolve its historical problem of inadequate black employment. At the same time, we must avoid any solution which emphasizes numbers and not quality. The Agency's recruitment force should be considered the primary mechanism for locating and identifying qualified black applicants. This does not mean that other efforts should not be used, but they should be coordinated with the Office of Personnel to avoid uncontrolled or independent actions which could, in the end, harm us. Our suggested approach to the challenge of increasing black representation in the Agency can best be summarized by the following objective:

"To plan and initiate an Agency program that will foster a positive relationship with individuals, institutions, organizations, community elements and the like, for the purpose of insuring a continuing source of qualified professional and technical black applicants, with growth potential, for CIA employment consideration."

Attachment C lists the steps we have taken in the last several months with that objective in mind. With some progress already made, we are optimistic that these steps will result, during the next six to twelve months, in an acceptable EOD black hiring rate within the constraints of personnel reductions.

F. W. M. Janney

Director of Personnel

STATINTL

Attachments

3 APR 1974

MEMORANDUM FOR: Deputy Director for Operations

SUBJECT : Minority Groups' Summer Intern Program

REFERENCE : Memo to D/Pers fr DD/O dtd 3 Mar 74;
re same subject

1. I have read, with interest, your memorandum suggesting the establishment of a Summer Intern Program reserved exclusively for members of minority groups. The idea merits thorough consideration; however, such a project poses serious problems.

2. The lateness of the hour would prohibit implementing a program for the Summer of 1974. As you can well imagine, to bring on board 50 summer employees, we would have to identify in excess of 100 applicants; get them to complete and return their PHS packages; run security clearances; and concurrently develop a meaningful program for a large group of people. To make such an effort would mean giving up the priority task in which we are presently engaged: i.e., substantially increasing the number of minority applicants for possible Agency employment.

3. Looking at the program for possible implementation in the Summer of 1975, I offer the following comments:

a. There may well be legal problems in creating a program this large exclusively for minority applicants. This should be explored.

b. We now have two distinct summer programs for young people. You mentioned the graduate student Intern Program in your paper. It may interest you to know that we have six qualified black applicants in process for our 1974 summer session. In my opinion, the Agency Intern Program is a success because the research tasks

SUBJECT: Memorandum to the Director of Central Intelligence
from the Director of Personnel re Equal Employment
Opportunity Program

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